



**City of Kingston
Report to Council
Report Number 21-100**

To: Mayor and Members of Council
From: Lanie Hurdle, Chief Administrative Officer
Resource Staff: Craig Desjardins, Director, Strategy, Innovation & Partnerships
Date of Meeting: March 23, 2021
Subject: City of Kingston Grant Strategy

Council Strategic Plan Alignment:

Theme: Financial measures/budget

Goal: See above

Executive Summary:

The pursuit of grant revenue is a key planning and financial tool to help the City to offset operating and capital expenses and to advance projects that might otherwise not be possible. Grant funding also provides financial relief for the City, allowing the redirection of limited property tax revenue required to pay for crucial municipal services and infrastructure.

In 2018, the City hired a dedicated Partnership & Grant Development Analyst to work across the Corporation and with community partners to identify projects suitable for grant eligibility. This position assists in moving strategic priorities and projects forward through maximizing funding opportunities.

Since bringing on this dedicated resource, the City has had a number of successful grant submissions. As an example, the City's 2021 approved capital budget and 15-year capital plans of \$62.2M reflects funding from municipal reserve funds of \$37.7M and funding from grants and other contributions of \$24.5M. From 2017 to present, the City of Kingston has generated more than \$206M in grant revenue.

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The grant landscape changes all the time depending on national and provincial context and priorities. For example, there has been an increase in short-term grants available to respond to COVID-19 impacts in the past year.

There are a number of situations where grant applications are time sensitive either because the timeline for submission is short or because the City was made aware of opportunities late in the process. It is critical for the City to be nimble and flexible in order to submit applications and maximize its revenue opportunities. There have also been situations where the City needs to be able to sign agreements within short periods of time in order to access funding. The timeframes can be challenging when reports to Council may be required for approval to enter into a grant agreement.

As an example of time sensitive responses, City staff recently submitted a grant application of \$750,000 to support skills training for the agriculture, food processing sectors and valued added food related entrepreneurship with a number of partners (the City will receive \$105,000 in funding to support project management and administration with no other cost to the City). This initiative would help to advance the local food supports included in Council priorities. The Province has advised that they will be making funding decisions and contracting before March 31st, which if the project is successful, it would require Council's approval to have a contribution agreement executed by the Mayor and Clerk. In this situation, in the absence of delegated authority, it would be impossible for staff to complete all paperwork in order to receive the grant as there would not be a meeting of Council until April.

Furthermore, the City will at times be the community facilitator for grant applications and that may also require quick responses due to short timelines. The City's role as a facilitator for community grant applications was also further supported through the recent work of the Kingston Economic Recovery Team.

In order to maximize grant opportunities and increase the City and the community's probability of success, City staff are recommending the endorsement of a grant strategy that will enable staff to respond more quickly to the application processes and completion of documentation required for grant programs. This strategy provides the foundation for a delegated authority to staff to submit grant applications and complete grant agreements as long as the funding supports Council approved strategies or endorsed projects and initiatives within capital or operating budgets. Any grant applications that are outside of Council's priorities or capital and operating plans, or where there is no approved budget allocation for any municipal share of funding, would continue to be submitted to Council for approval.

The purpose of this report is to present a summary to Council of grant applications from 2017-present, attached as Exhibit A to this report. Staff are also seeking Council's endorsement of the City's Grant Strategy (Exhibit B) as well as the delegated authority process (Exhibit C) for the approval of grant application submissions and grant agreement execution. City staff are also proposing to report back to Council on an annual basis with information on grant applications submitted and agreements finalized in order to facilitate the distribution of grant funding.

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Recommendation:

That Council approve the City of Kingston Grant Strategy as described and attached as Exhibit B in Report Number 21-100; and

That Council authorize the Chief Financial Officer and his/her delegate to submit grant applications that align with the criteria as outlined in Report Number 21-100 including alignment with Council's strategic priorities and capital and operating plans and approved budget where a municipal share is required; and

That Council authorize the Mayor and Clerk, or where required the Chief Administrative Officer and/or the Chief Financial Officer, to sign grant agreements that align with the criteria as outlined in Report Number 21-100; and

That staff report back to Council on an annual basis with information on grant applications submitted and grant agreements signed.

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Authorizing Signatures:

ORIGINAL SIGNED BY CHIEF
ADMINISTRATIVE OFFICER

**Lanie Hurdle, Chief
Administrative Officer**

Consultation with the following Members of the Corporate Management Team:

Paige Agnew, Commissioner, Community Services	Not required
Peter Huigenbos, Commissioner, Business, Environment & Projects	Not required
Brad Joyce, Commissioner, Corporate Services	Not required
Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	
Sheila Kidd, Commissioner, Transportation & Public Works	Not required

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Options/Discussion:

The objective of the City's pursuit of grant funding is to generate non-tax base revenue and maximize grant revenue flowing into Kingston, to leverage existing budget commitments to enhance/realize City projects and programs and to achieve cost savings and budget relief which reduces the reliance on limited property tax revenue.

The grant landscape is constantly changing with many factors impacting how it takes shape, such as the current government priorities, the time of year, fiscal capacity, and the emergence of crippling economic events. For example, the pandemic has seen an injection of significant short-term funding opportunities for municipalities to offset the financial implications of response to COVID-19. In the longer-term, communities and organizations need to prepare for a tightening up of government funding. Accordingly, City staff have developed a proactive approach to the pursuit of grant funding and advocacy as a strategic way to maximize revenue generation today, but also that anticipate the challenge of a reduced pool of funding available in the future.

In the last few years, the City of Kingston has been successful in increasing its grant activity and securing a significant amount of approved grant revenues for both operating and capital purposes. From 2017 to present, the City of Kingston has generated more than \$206M in grant revenue. Exhibit A attached to this report provides a summary of grant activity for the period 2017 to present.

Not included in the total above, the City has received approximately \$33M in provincial Safe Restart funding to support 2020 and 2021 municipal operations impacted by COVID-19.

\$12.6M was received under Safe Restart Funding to support pandemic-related pressures in 2020 and an additional \$1.4M in 2021. The \$1.4M was incorporated into the 2021 operating budgets recently approved by Council. Staff are currently finalizing the 2020 year-end reporting with a focus on maximizing the use of these Safe Restart funds. 2020 funding not utilized is required to be returned.

Staff were recently advised by the Ministry of Municipal Affairs and Housing that the City will receive an additional \$1.8M under the 2021 COVID Recovery Funding for Municipalities Program to support 2021 COVID-19 operating costs and pressures. If this funding is not utilized in 2021, the City is allowed to place excess funding in a reserve fund to be accessed to support any future pandemic-related costs and pressures.

The City also received Safe Restart Funding to address COVID-19 financial impacts specific to transit operations with allocations as follows:

Phase 1: April 1 to Sept 30, 2020 - \$5.3M

Phase 2: Oct 1 to March 31, 2021 - \$6.6M

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Phase 3: Apr 1 – Dec 31, 2021 - \$5.2M (with the option to request an extension to Dec 31, 2022)

Transit monies not utilized in the respective eligible periods are required to be returned. Staff are currently finalizing the 2020 year-end reporting with a focus on maximizing the use of these funds.

In addition, the City received \$4.6M in Social Services Relief Fund to support increased needs of vulnerable populations, \$461K in long term care funding to help support additional cleaning and screening at Rideaucrest Home and \$478K to support emergency child care during the pandemic-related closures. Staff just received notice on March 10th that the City will be receiving a Phase 3 of Social Services Relief Fund monies in the amount of \$2,317,000 to continue to address the health and safety of our vulnerable populations.

City of Kingston Grant Strategy

City staff recognize the importance of continuing to apply and to receive ongoing grants, primarily to advance capital projects and Council priorities while reducing the reliance on property taxes. The City also acts as a facilitator and submits grant applications on behalf of and in collaboration with community partners. City staff have reviewed the current grant process and are proposing a corporate grant strategy that will support maximizing access to grant funding in a timely manner.

The goals of the City of Kingston's Grant Strategy are to:

- Maximize external grant revenue flowing into the community;
- Create flexibility and agility in the grant process to be responsive to opportunities;
- Build a grant process that moves the Kingston community from competition to collaboration;
- Leverage the rapid and positive integration that has taken place among community organizations during the pandemic;
- Promote greater innovation & efficiency in program development and delivery;
- Reduce organizational silos across the community and duplication of grant revenue sourcing;
- Advance our community's strategic priorities

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Pillars of the Grant Strategy

1) Ecosystem Awareness

There is a critical need to conduct an inventory of the community ecosystem to understand and assess alignment between the City and key community stakeholder's/collaborator's:

- Mandates
- Strategic priorities
- Capacity and potential contributions (i.e. expertise, assets and resources that can be leveraged)

2) Proactive Identification

Proactive identification involves two main components:

- Identifying grant opportunities through ongoing surveillance of the grant landscape (federal and provincial level, corporations, foundations)
- Developing oversight and an inventory of all potential corporate and community projects / initiatives that can benefit from external funding support. Potential sources of project identification include:
 - Strategic priorities; capital and operating workplans
 - Ongoing engagement with City departments and community partners to understand evolving needs
 - Localization of a project (that has been successful elsewhere)
 - Support for new projects (i.e. the development of a pilot)

3) Strategic Alignment

A proactive grant process positions the City to strategically align corporate and /or community initiatives with the best grant opportunities. During this matching process, alignment with City Council strategic priorities is critical.

At the same time, strategic partnership development is intrinsically tied to the grant development process – it is important to align the right community partners with projects.

- a. See and seize points of connection: facilitate deliberate collaboration of and coordination across the many organizations of the ecosystem to form stronger applications and stronger projects/programs with broader community impact.

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- b. Move up partner engagement in the project development process: emphasis the importance of engaging with potential partners at the beginning of the grant development cycle. Potential partner roles may include:
 - Passive support
 - Participation (delivery of project elements)
 - Interest and capacity to lead

4) Effective Pursuit

Grant support and advocacy are critical elements to the effective pursuit of grant opportunities.

Grant support is achieved by establishing a central community resource for grant application coordination and empowering internal City departments and community organizations with the expertise and tailored support required to shepherd a grant application to successful submission.

Advocacy is a two-pronged approach involving intentional engagement with both political leaders and government organizations (i.e., administrators of grant funding programs) in order to build awareness of projects/innovation percolating in the community.

Steps in the Grant Strategy

This section outlines the steps required in the grant submission, award and close out processes. City staff are recommending that delegated authority be provided under the submission, receipt and recognition steps when grant funding aligns with Council strategic priorities, approved capital and operating projects and initiatives as stand alone grant requests or in partnership with other community organizations, and there is approved budget allocation for any municipal share of the funding.

- 1) Identification
- 2) Promotion
- 3) Matching
- 4) Assessment
- 5) Application Development
- 6) Submission
- 7) Receipt
- 8) Recognition
- 9) Reporting

Grant Applications and Delegated Authority

In identifying grant opportunities, the priority is alignment with Council strategic priorities. At times, a grant opportunity is a collaborative process involving multiple stakeholders in the application development. In other circumstances, grant applications are time sensitive either because the timeline for submission is short or because the City was made aware of opportunities late in the process. It is critical for the City to be nimble and flexible in order to

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submit applications and maximize its revenue opportunities. There have also been situations where the City needs to be able to sign agreements within short periods of time in order to access funding. The time frames can be challenging when reports to Council may be required.

For example, City staff recently submitted a grant application to support the establishment of food ecosystem skills training in line with Council's priority to develop guidelines to streamline processes/licenses and infrastructure for farmers, and in particular to support the establishment of a Food Hub for food program coordination and food distribution in collaboration with other community organizations by Q3 2021.

Staff anticipate a quick turnaround by the province and if the grant application is successful, the funding contribution agreement would likely need to be signed by March 31, 2021 to align with the fiscal year end for the province.

Exhibit C attached to this report illustrates a proposed delegated authority process that would allow for staff to submit grant applications and to enter into grant agreements where the following criteria are met: there is alignment with Council priorities, there is resource and/or budget capacity both internally as well as with external partners where required, and there are approved envelopes of funding where a municipal allocation share is required.

Any grant applications that are outside of Council's priorities or capital and operating plans, or where there is no approved budget allocation for a municipal share of funding, would continue to be submitted to Council for approval.

Existing Policy/By-Law:

None

Notice Provisions:

None

Accessibility Considerations:

None

Financial Considerations:

None

Contacts:

Lanie Hurdle, Chief Administrative Officer, 613-546-4291 extension 1231

Other City of Kingston Staff Consulted:

Troy Beharry, Partnership & Grant Development Analyst

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Scarlet Eyles, Manager, Financial Planning

Exhibits Attached:

Exhibit A – 2017-2020 Grant Summary

Exhibit B – City of Kingston Grant Strategy

Exhibit C – Grant Approval and Delegated Authority Process

Grant Summary Tracking Sheet (2017 - Present) – Grants Approved

Grant Name	Project Seeking Funding Support	Amount Requested (\$)	Amount Received (\$)	Source of grant	Strategic Priority Advanced
CIP150	Breakwater park	1,000,000.00	1,000,000.00	Federal	Alignment with 2015-2018 Priorities (Advance a vibrant waterfront)
Swim, Drink, Fish's Great lakes Challenge by Garfield Weston Foundation	Breakwater park	500,000.00	500,000.00	Foundation	Alignment with 2015-2018 Priorities (Advance a vibrant waterfront)
PTIF (Public Transit Infrastructure Fund)	Buses; shelters; equipment	6,836,123.00	6,836,123.00	Provincial	Alignment with 2015-2018 Priorities (Expand and improve public transit)
FCM (Brownfield Grants)	1100 Montreal - Phase 2 ESA	18,000.00	18,000.00	Federal	Alignment with 2015-2018 Priorities (Revitalize brownfields properties)
Celebrate Ontario	Sheep Dog Trials	13,621.00	13,621.00	Provincial	
Municipal Innovation Fund	Attraction and retention of international students	30,000.00	30,000.00	Provincial	Workforce Development
Ontario Municipal Commuter Cycling (OMCC) Program	Bike lanes and multi-use pathways	1,335,473.00	1,335,473.00	Provincial	Alignment with 2015-2018 Priorities (Advance an integrated multi-modal and active transportation system)
Clean Water and Wastewater Fund (CWWF)	Various water and wastewater infrastructure (Wastewater Treatment plant rehabilitation; watermain upgrades; etc.)	13,060,000.00	13,060,000.00	Federal	Alignment with 2015-2018 Priorities (Invest in Infrastructure)
Engage for Change	YGK Reconciliation Journey Project	81,500.00	81,500.00	Federal	Alignment with 2015-2018 Priorities (Protect Heritage)
Infrastructure Canada (Federal) and OMAFRA (Provincial)	Third Crossing Project	120,000,000.00	120,000,000.00	Federal & Provincial	Alignment with 2015-2018 Priorities (Make the Third Crossing shovel ready to commence construction)
Healthy Kids Community Challenge	City-wide children's physical activity and health eating program	375,000.00	375,000.00	Provincial	
Enabling Accessibility Fund	Accessibility of Welborne Park playground	48,750.00	48,750.00	Federal	Alignment with 2015-2018 Priorities (Improve green spaces)

Grant Summary Tracking Sheet (2017 - Present) – Grants Approved

Grant Name	Project Seeking Funding Support	Amount Requested (\$)	Amount Received (\$)	Source of grant	Strategic Priority Advanced
Pittsburgh Community Fund	Splash pad at KECC	300,000.00	300,000.00	Foundation	Alignment with 2015-2018 Priorities (Improve green spaces)
Eastern Ontario Development Fund	Business park development	1,500,000.00	1,500,000.00	Provincial	Alignment with 2015-2018 Priorities (Foster an open-for-business culture)
Main St Revitalization Initiative	Revitalization of Princess St and Division St (including public art)	139,000.00	139,000.00	Provincial	
Skills Catalyst Fund	Professional Internship for Newcomers (PIN) and Possible Made Here talent attraction portal (incl. tools)	491,000.00	491,000.00	Provincial	Implement the current Workforce Development and In-Migration Strategy.
Municipalities for Climate Innovation Program	First Electric Bus	556,875.00	556,875.00	Federal	Incrementally electrify the City's fleet of vehicles including public transit.
Ministry of the Environment, Conservation and Parks (MOECP)	Wind-down funding for former Municipal GHG Challenge Fund, cancelled as a result of the termination of the Cap and Trade Program (funding utilized for Fleet Maintenance garage)	360,000.00	360,000.00	Provincial	Demonstrate leadership on climate action
Disaster Mitigation and Adaptation Fund	Combined Sewer Separation & Stormwater Management Infrastructure	10,400,000.00	10,400,000.00	Federal & Provincial	Demonstrate leadership on climate action
Disaster Mitigation and Adaptation Fund	Shoreline Protection (18 locations)	9,806,191.00	9,806,191.00	Federal & Provincial	1) Demonstrate leadership on climate action; 2) Continue the implementation of the Waterfront Master Plan and implement a number of waterfront park rejuvenation projects.

Grant Summary Tracking Sheet (2017 - Present) – Grants Approved

Grant Name	Project Seeking Funding Support	Amount Requested (\$)	Amount Received (\$)	Source of grant	Strategic Priority Advanced
Community Support, Multiculturalism and Anti-Racism Initiatives (w/ KEYS)	Pilot phase of Inclusion Charter	97,628.00	97,628.00	Federal	Implement the current Workforce Development and In-Migration Strategy.
Francophone Community Grants Program	1) French Translation of Possible Made Here; 2) Love Kingston Marketplace campaign	25,000.00	25,000.00	Provincial	1) Implement the current Workforce Development and In-Migration Strategy; 2) Support new and existing businesses.
Ontario Cannabis Legalization Implementation Fund		412,000.00	412,000.00	Provincial	
Provincial Audit & Accountability Fund-MMAH - Intake 1	Independent third-party review with a focus on housing, social services, long term care and childcare services.	175,000.00	175,000.00	Provincial	
Ontario Labour Market Partnerships	Marketing Strategy for Possible Made Here	35,000.00	42,600.00	Provincial	Implement the current Workforce Development and In-Migration Strategy.
FedDev Southern Ontario (w/ Queen's, KEYS and SLC)	WES-program (Women's entrepreneurship program - supporting the launch of food-related businesses)	500,000.00	550,000.00	Federal	1) Leverage and promote food security solutions in partnership with others. 2) Invest in innovative workforce development and in-migration strategies.
Future Skills Centre	Workplace Inclusion Charter Expansion	612,000.00	633,000.00	Federal	Implement the current Workforce Development and In-Migration Strategy.
Skills Catalyst Fund (w/ KEYS Job Centre)	International Graduate Internship Program	278,000.00	278,000.00	Provincial	Implement the current Workforce Development and In-Migration Strategy.
Investing in Canada Infrastructure Program (ICIP)	Public transit infrastructure (8 projects)	31,852,330.77	31,852,330.77	Federal	Improve walkability, roads and transportation

Grant Summary Tracking Sheet (2017 - Present) – Grants Approved

Grant Name	Project Seeking Funding Support	Amount Requested (\$)	Amount Received (\$)	Source of grant	Strategic Priority Advanced
Species at Risk Stewardship Program Ontario	Turtle Mitigation Fencing (Princess St)	80,000.00	80,000.00	Provincial	Protect wetlands
FedDev Southern Ontario (w/ KEDCO)	Economic Recovery: Business Support Grant Program	500,000.00	1,000,000.00	Federal	Support new and existing businesses.
Ontario Labour Market Partnerships	Rapid Reskilling and Redeployment	250,000.00	250,000.00	Provincial	1) Invest in innovative workforce development and in-migration strategies; 2) COVID-19 economic recovery
CMAF Vulnerable Populations Support Fund	Drop-in Centre for the Homeless	16,000.00	16,000.00	Foundation	
FedDev Southern Ontario: Community Economic Development & Diversification program (w/ 8 community partners)	Activating Kingston's Health Innovation Ecosystem	2,999,000.00	3,000,000.00	Federal	Create Healthcare Innovation Hub
Science and Technology Internship Program - Green Jobs	Intern Wage subsidy to implement energy and asset management plan	14,805.00	14,805.00	Federal	Reduce greenhouse gas emissions (GHG) by 15 per cent across the City's operations by 2022.
ZEVIP	EV Charging Infrastructure for workplaces and fleet	130,000.00	130,000.00	Federal	Demonstrate leadership on climate action
Airports Capital Assistance Program (ACAP) - 2018 & 2020	Capital equipment	590,200.00	590,200.00	Federal	
Department of Canadian Heritage Grant	Specialized equipment	35,375.00	35,375.00	Federal	
Federal Museums Assistance Program (MAP) Grant	Care and maintenance of Civic Collection	82,469.00	82,469.00	Federal	
Mental Health & Addictions Provincial Grant (Ministry of Health)	Utilized for the Integrated Care Hub	75,000.00	75,000.00	Provincial	

Grant Summary Tracking Sheet (2017 - Present) – Grants Approved

Grant Name	Project Seeking Funding Support	Amount Requested (\$)	Amount Received (\$)	Source of grant	Strategic Priority Advanced
Provincial Audit & Accountability Fund-MMAH - Intake 2	Modernization of payroll/time and attendance system. Digitization of H&SS front-line programming.	262,500.00	340,000.00	Provincial	
Municipal Asset Management Program	Energy and asset management program (BCAs)	50,000.00	50,000.00	Federal	Reduce greenhouse gas emissions (GHG) by 15 per cent across the City's operations by 2022.

Grant Summary Tracking Sheet (2017 - Present) – Grants Declined

Grant Name	Project Seeking funding support	Amount Requested	Amount Received	Source of grant	Strategic Priority Advanced
NRCan - Renewable Energy Infrastructure Deployment Program	2 Level 3 Chargers	100,000.00	0.00	Federal	
Enabling Accessibility Fund (Mid-sized projects stream)	Kingston East Community Centre	1,000,000.00	0.00	Federal	Foster health citizens and vibrant spaces (w/ a focus on enhancing accessibility)
Low Carbon Economy Fund	Municipal Buildings – Geoexchange retrofit	2,622,000.00	0.00	Federal	Reduce greenhouse gas emissions (GHG) by 15 per cent across the City's operations by 2022.
Community Support, Multiculturalism and Anti-Racism Initiatives (w/ KEYS)	Professional Internship for Newcomers (PIN) expansion	383,456.00	0.00	Federal	Implement the current Workforce Development and In-Migration Strategy.
Future Skills Centre	Workforce Initiative: Community Secondment Program	294,587.00	0.00	Federal	Implement the current Workforce Development and In-Migration Strategy.
Skills Catalyst Fund	Mind the Gap	375,000.00	0.00	Provincial	Invest in innovative workforce development and in-migration strategies.
Habitat Stewardship Species at Risk (Federal)	Turtle Mitigation Fencing (Princess St)	100,000.00	0.00	Federal	Protect wetlands
ICIP: Community, Culture and Recreation Stream	Memorial Centre Revitalization	33,198,513.81	0.00	Federal & Provincial	Foster healthy citizens and vibrant spaces
Zero Plastic Waste Initiative	Plastic Reduction Strategy	192,000.00	0.00	Federal	Target recycling and waste reduction strategies for businesses, institutions and multi-residential buildings.
NSERC Alliance (w/Queen's)	Sidewalk inspection	500,000.00	0.00	Federal	Improve Walkability
Canadian Tire Jumpstart Charities	Accessibility features at KECC	500,000.00	0.00	Corporate	Foster healthy citizens and vibrant spaces (w/ a focus on enhancing accessibility)

Grant Summary Tracking Sheet (2017 - Present) – Grants Declined

Grant Name	Project Seeking funding support	Amount Requested	Amount Received	Source of grant	Strategic Priority Advanced
Great Lakes Local Action Fund	Neighbourhood Tree Planting Program (Phase 1)	50,000.00	0.00	Provincial	Increase the tree canopy including a program for adding trees to private property

Grant Summary Tracking Sheet (2017 - Present) – Grants Pending

Grant Name	Project Seeking funding support	Amount Requested	Amount Received	Source of grant	Strategic Priority Advanced
Enabling Accessibility Fund (Small projects stream)	Richardson Beach Bath House	100,000.00	Pending	Federal	Continue the implementation of the Waterfront Master Plan and implement a number of waterfront park rejuvenation projects.
NSERC Alliance (with Queen's)	Road Safety	360,000.00	Pending	Federal	Improve Walkability and Roads
ICIP COVID-19 Resilience Infrastructure Stream	Rideaucrest renovations; 4 playground upgrades; Bayridge tennis court revitalization	2,300,000.00	Pending	Federal & Provincial	Foster healthy citizens and vibrant spaces
CMHC Rapid Housing Initiative	Renovations to create affordable housing units at 113 Lower Union St	1,025,000.00	Pending	Federal	Build a significant number of new residential units with a range of affordability
Inclusive Community Grant	Richardson Beach Bath House (accessibility)	52,000.00	Pending	Provincial	Continue the implementation of the Waterfront Master Plan and implement a number of waterfront park rejuvenation projects.
Universal Broadband Fund (w/ UK)	Rural expansion of fibre network (Edenwoods)	765,500.00	Pending	Federal	Broadband
ICON (w/ UK)	Rural expansion of fibre network (Edenwoods)	348,000.00	Pending	Provincial	Broadband
Skills Development Fund	Workforce Development initiative for the food ecosystem (including the creation of Food Incubator / Community Training Farm)	796,000.00	Pending	Provincial	Leverage and promote food security solutions in partnership with others.
Skills Development Fund	Skills development program for Kingston Film Office (to build production crew base in Kingston and region)	376,000.00	Pending	Provincial	1) Implement the current Workforce Development and In-Migration Strategy; 2) Support new and existing businesses.

Grant Summary Tracking Sheet (2017 - Present) – Grants Pending

Grant Name	Project Seeking funding support	Amount Requested	Amount Received	Source of grant	Strategic Priority Advanced
Healthy Communities Initiative	Love Kingston Marketplace 2.0 (expansion of patios via barriers and planters)	96,000.00	Pending	Federal	1) Support new and existing businesses; 2) Foster healthy citizens and vibrant spaces

Grant Summary 2017 – Present (\$)

Funding Applied For / Pursued (2017 – Present)	251,457,897.58
Funding Pending Approval	6,218,500.00
Funding Awarded	206,580,940.77
Funding Declined	39,315,556.81



City of Kingston – Grant Strategy

Vision

- Identify and help secure non-tax base revenue
- That the CAO's office would become the go-to-place for grant application support – a resource for all departments in the corporation and the wider community
- Move strategic priorities forward
- Broaden the function of grant opportunities – it would become a tool for organizational improvement, not just a financing vehicle
- Maximize external funding flowing into the Kingston community

Goals

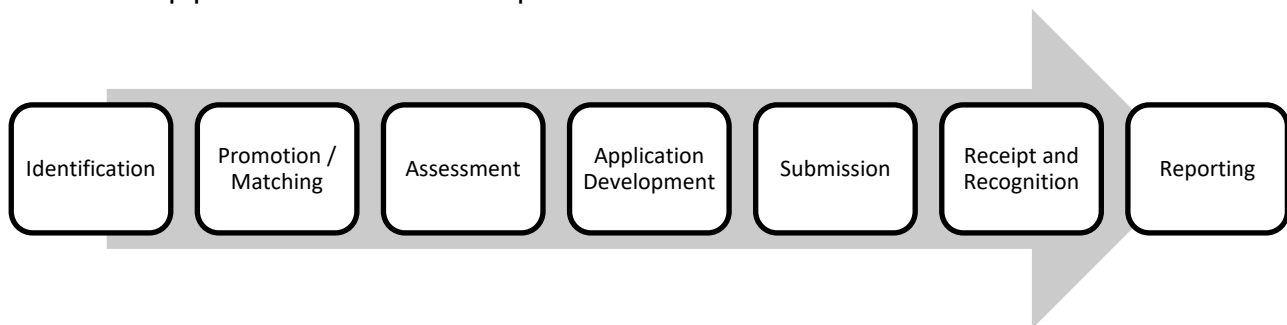
1. Build a grant process that facilitates:
 - a) an internal culture shift that moves the corporation from reacting to readiness.
 - b) a community-wide culture shift that moves Kingston from competition to collaboration.
2. Create flexibility and agility in the grant process to be responsive to opportunities.
3. Empower staff with the resources to confidently pursue grants.
4. Strengthen advocacy by emphasizing relationship building with external funding entities and political leaders.

Pillars of the Grant Strategy



Grant Strategy Implementation: Formalization of the Grant Process for the City of Kingston

The formal pipeline consists of 7 steps:



1. Identification (Grants and Projects)

a. Grant opportunities:

- Ongoing surveillance of the grant landscape (federal and provincial level, corporations, foundations).
- Regardless of entry point into the corporation, ensure all grant opportunities are funneled to the Grant Analyst for review and appropriate promotion.

b. Projects (that can benefit from external funding support):

- Develop oversight of corporate projects / initiatives (on short, medium and long term horizons).
- Work individually with departments to understand needs, priorities and key projects to seek funding for.

- Project sources:
 - o Council's strategic plan
 - o 15-year capital plan
 - o Annual departmental work plans

2. Promotion / Matching

- a. Develop internal communication strategies to build awareness of grant opportunities and to activate participation.
 - i. Widespread promotion: Leverage internal communications channels to provide notifications for grant deadlines coming up or grant opportunities that have recently come online.
 - ii. Targeted Promotion: Leverage Cascade to assign grant opportunities to projects based on fit.

- b. Matching: Strategically align external grant opportunities with initiatives that are already built into the City's strategic plan and departmental work plans.

3. Assessment

- Determine the strength of the potential application
- Historical data – does the project align with past giving patterns of the grant making organization?
- Identify the desired outcome for the corporation: budget relief / savings; opportunity to leverage existing budget allocations to enhance projects; etc.
- Assessment of internal resources to pursue the opportunity:
 - o Time to the deadline
 - o Staff input required
 - o Approved funding envelopes to meet municipal share requirements, if necessary.

4. Application Development

- Empower staff with the resources and tailored support required to shepherd a grant application to successful submission.

- The CAO's Office, through the Grant Analyst, will provide a Suite of Services, as it relates to Application Development:
 - o One-on-one consultation (walking with departments, step-by-step, through the process)

- Deconstruction of grant program guidelines to clearly understand what grant-making organizations are looking for
- Organize staff resources and create a critical path for success
- Research and collection of data (within the corporation and from outside sources)
- Provide access to a central repository of standard grant information
- Compelling Story Development
 - Co-write grant applications
 - Extract key story elements: Need / demand from the community; relevant expertise and experience; key partnerships and collaborations in place; evidence of impact (quotes and testimonials; statistics; etc.)
 - Determine how to set a proposed application apart from the competition
 - Ultimate goal: Where are we today? Where do we want to go? How does our project intend to close the GAP?
 - All applications should deliver on this simple equation: almost everything is in place; we are missing one piece to help bring a unique vision to fruition = our specific grant request.
- Ensure ongoing compliance with grant criteria requirements

Partnership Development: An invaluable part of the application development journey

- Partnership development is intimately tied to grant opportunity pursuit – not only do strong partners bring expertise, and perhaps leverage funds, to a project, but it reflects project buy-in. It is critical that partnership engagement is undertaken at the beginning of the grant development cycle.
- At times, there are grant opportunities for which the City is not eligible to apply. A core strategy is to leverage community organizations as the application lead (i.e. KEYS Job Centre – Workplace Inclusion Charter implementation). This strategy opens the door to more funding opportunities for City initiatives.
- During the application development stage, it is critical that the Grant Analyst invest time to build relationships with the grant making organization.

5. Submission

- Simplify and expedite the signing authority process to submit grant applications:
 - o Proposed Change: Enhance staff's delegated authority (i.e. CAO, CFO) to submit grant applications, that:
 - advance and support corporate and council priorities, and existing/budgeted programs and projects.
- Provide visibility to the grant decision notification process and corresponding timeline.

6. Receipt and Recognition

- Simplify and expedite the signing authority process to enter into grant agreements:
 - o Proposed Change: Enhance staff's delegated authority (i.e. Mayor, City Clerk, CAO, and CFO) to enter into grant agreements.
- Departments that need to be triggered upon the awarding of grant:
 - o Legal: review of the agreement
 - o Mayor and Clerk's Office: execution of the agreement
 - o Finance: Notify accounts receivable; establish account/proper coding for receipt of payments; manage claim process.
 - o Communications: Develop communication strategies to share success stories.
 - Press release and local media engagement
 - Social media
 - Continuously position the CAO's office as the go to place for grant application support.

7. Reporting

- Determine and assign roles & responsibilities for post-award administration.
- Monitor compliance with the terms and conditions of the Agreement.
- Monitor the progress of the project and ensure progress reports are submitted in accordance with the agreed upon reporting structure.
- Ensure deliverables have been achieved to successfully submit claims (if this is the nature of the grant disbursement process).

Advocacy (to be completed along the 7-step grant process spectrum)

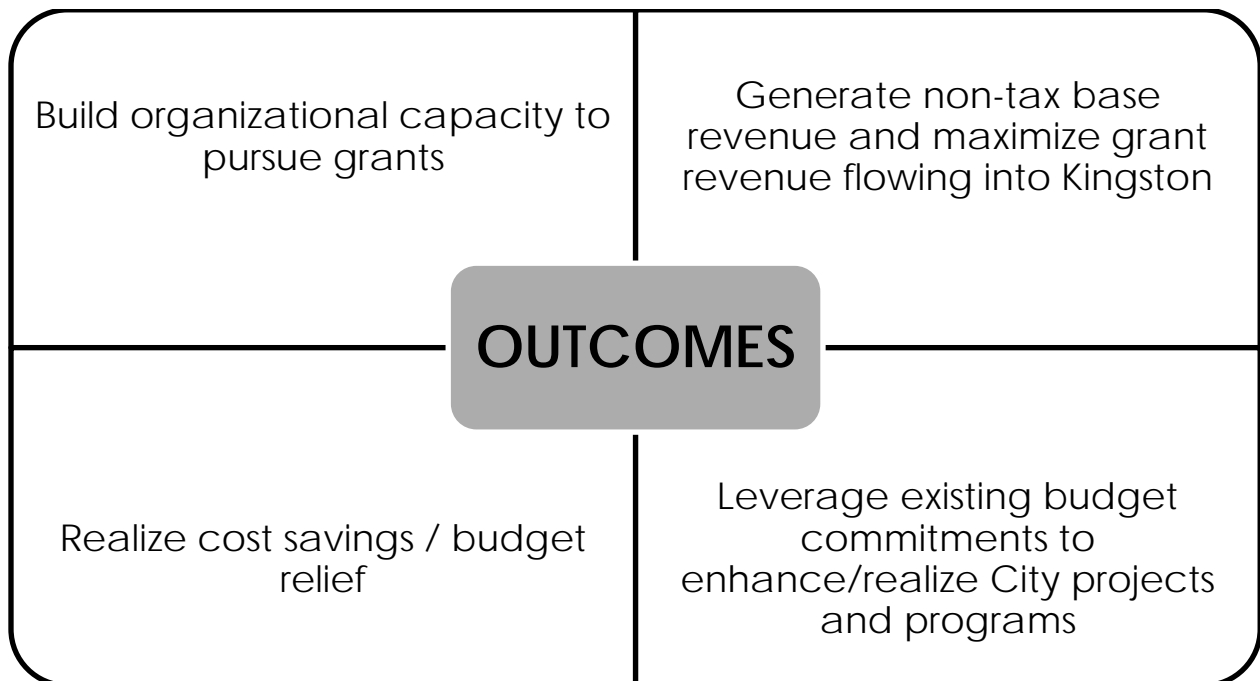
Two-pronged approach: intentional relationship building with both political leaders and bureaucratic organizations (i.e. administrators of grant funding programs).

- o Investment decisions often flow from built trust and a community's reputation for delivering results

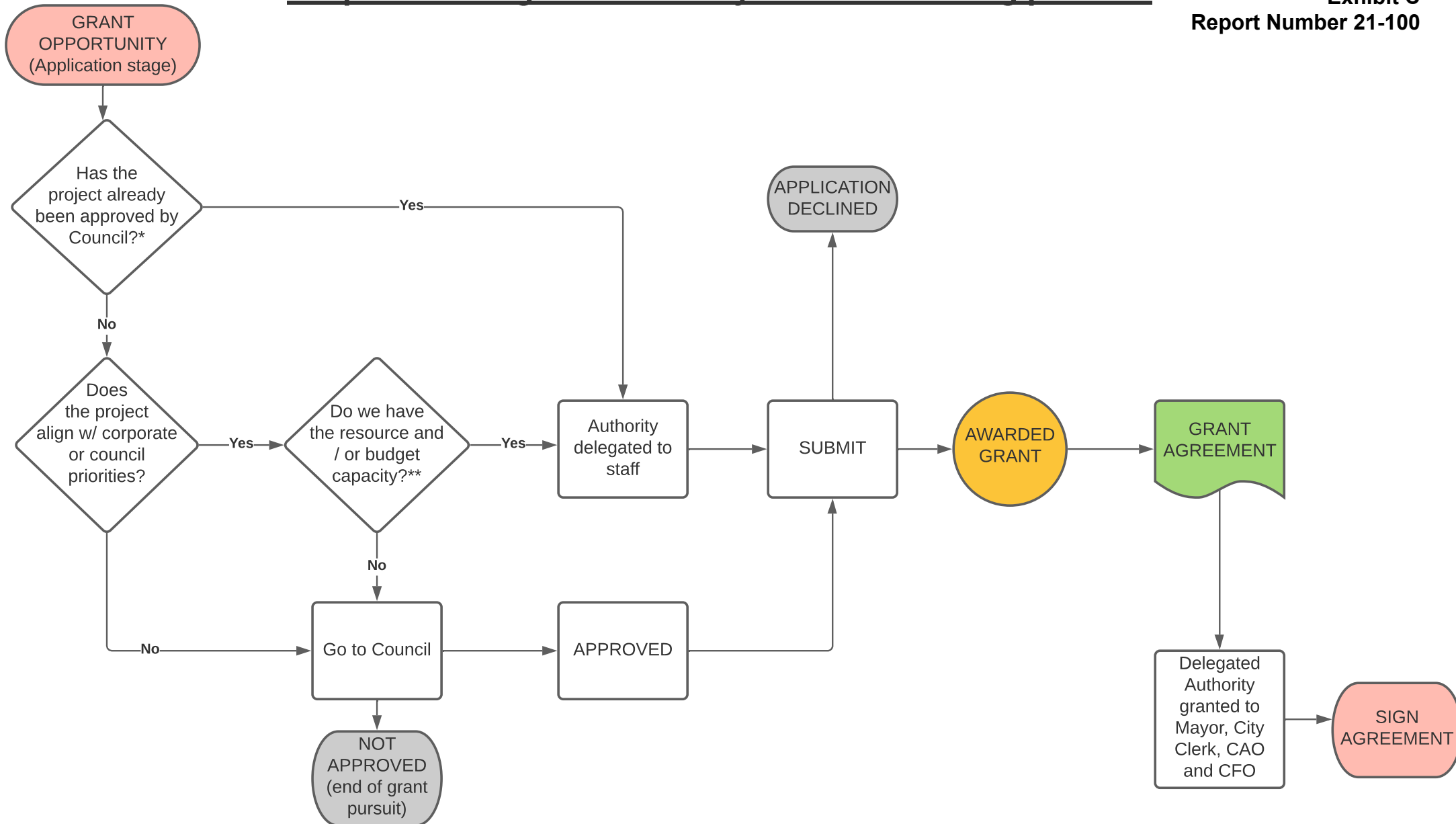
Three key stages of advocacy that require focus:

- o **General advocacy:** "Here we are" promotion (establishment of platforms to proactively tell our story and highlight projects/innovation percolating in the community)
- o **Pre-advocacy:** Seek face-to-face opportunities to aggressively pitch / showcase key areas for further investment and alignment with government priorities (i.e. leverage Ministerial visits – carve out dedicated time for this purpose)
- o **Targeted advocacy** (in advance of and post-submission of specific grant applications)

Key Outcomes



Proposed Delegated Authority Decision-making process



* Approval includes an approved budget. In order to satisfy this criteria, the approved scope of the project must remain the same.

** Examples include: available staff; approved envelopes of funding to meet municipal share requirements; external partners / resources to execute the project)

NOTE: If the grant-making agency requires specific council approval or endorsement, staff will go straight to Council for approval